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## ***History / Background***



- Required by Gov't Performance & Results Act (GPRA) 1993
- Planning began Jun 96
- 1st "final" Strategic Plan – Mar 98
- 10 versions -- 1998 to now
  - Version #8 (Sep 02) -- first jointly approved by ASA(CW) and Chief
  - Posted on Internet (Sep 02)
  - Received feedback from other agencies, key water resource stakeholders





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## *The New World...*



- Sophisticated critics
- Public scrutiny
- Less Congressional support
- Little Administration support
- *Loss of program development capability*



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## *The Need to Change was Apparent ...*



# BUT HOW??



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## ***We Decided to LISTEN First***



- 16 Listening Sessions, Jun-Oct 2000
- AWRA Water Policy Dialogue, 17-18 Sep 2002
- Meetings with critics, supporters & partners
- Federal Principals Groups
- Environmental Advisory Board
- Research on future issues
- Joint effort with ASA(CW)



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## ***Our Friends and Critics Told Us...***



### ***YOU NEED...***

- Environmental sustainability
- Transparency
- Collaboration and flexibility
- Watershed approaches and coordinated Federal action
- Corps technical leadership
- More partnering
- More streamlined & flexible business processes



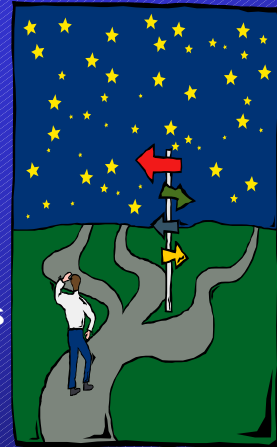


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## ***We Decided ...***

### ***Major changes were warranted***

- Internal process improvements
- A REAL Strategic Plan -- a new vision for the program
  - Avoid plan designed to serve us
  - Rather, serve the public, customers
- Make strategic planning a continuous process



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## ***Civil Works Vision***

The Civil Works vision of the U.S. Army Corps of Engineers is to be the Nation's problem solver for holistic solutions to water resource problems in collaboration with a community of scientists, policy makers, practitioners, and stakeholders across Federal, State and local levels. Through strategic partnerships and a watershed perspective, we will scope requirements and solutions comprehensively so that we can better balance competing uses for water, protect the Homeland, and sustain critical resources for the environmental, economic, and social well-being of current and future generations.



Become the **premier public service provider** of comprehensive, sustainable solutions for water challenges of the 21<sup>st</sup> Century so as to sustain our **economy, environment, quality of life and security**





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- 1: Provide sustainable development and integrated management of the nation's water resources.
- 2: Repair past environmental degradation and prevent future environmental losses.
- 3: Ensure that projects perform to meet authorized purposes and evolving conditions.
- 4: Reduce vulnerabilities and losses to the nation and the Army from natural and man-made disasters, including terrorism.
- 5: Be a world-class public engineering organization.



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## ***"Big Ideas"***

***Through internal improvements and real and continuous strategic planning, we will ...***

- Implement a watershed approach
- Preserve world-class engineering, science and technology





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## ***Watershed Approach***



- New roles – **not necessarily projects**

*facilitator  
convenor  
integrator*

- Systems view
- Watershed or basin scale of analysis
- Collaboration
- Balanced objectives
- Integration
- Focus on results



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## ***What Can You Do?***



*Educate, inform  
Watershed study  
Provide technical help  
Offer planning assistance  
Work with watershed groups  
Work on interagency team  
**Align current activities**  
Share data, models*



Portland District  
Collaborative  
Learning Workshop

Kaskaskia River  
Watershed  
Association

Sacramento & San Joaquin  
River Basins Comprehensive  
Study Models



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## ***What's Next***



- Send plan via OMB to Congress
- Aim for a new WRDA
- Work with Congress to incorporate watershed view in projects
- Institutionalize performance-based budgeting via Budget EC
- Integrate CW plan into corporate strategic plan
- **Continue the process** – it's more important than the plan

